

# Newark

Sharpe James  
Mayor

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## Department of Administration

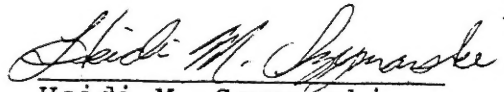
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Glenn A. Grant  
Business Administrator

TO: Glenn A. Grant, Business Administrator  
FROM: Heidi M. Szymanski, Management Specialist  
DATE: November 9, 1992  
RE: Departmental Highlights - 1992

The following is a synopsis of the accomplishments of the various municipal departments to be utilized for your presentation to the Newark Municipal Council.

If you have any questions, or need to include any additional information, kindly advise.

  
Heidi M. Szymanski  
Management Specialist

REPORT OF THE BUSINESS ADMINISTRATOR  
TO THE  
NEWARK MUNICIPAL COUNCIL

NOVEMBER 1992

SYNOPSIS OF ACCOMPLISHMENTS  
JANUARY TO OCTOBER - 1992

The coordination of the operations of the various municipal departments and the accountability of management personnel is an important issue. During the first ten months of my tenure I have initiated a number of task forces to address the concerns of both the administration, Council, and our citizens. In addition, I have communicated to all personnel my focus on leadership, accountability and fiscal responsibility in the performance of job duties.

Attached hereto is a brief summary of the accomplishments of the various departments as well as a synopsis of the task forces I have initiated to address city-wide concerns and to improve the quality of life for all of Newark's residents.

## TASK FORCES

### CRIME AND GRIME

A 10 point crime initiative has been developed as a comprehensive approach to improving the physical appearance of the City. The Fall clean up program is one such example whereby community based organizations are involved in cleaning up public right-of-way and city-owned lots.

### ILLEGAL DUMPING

Additional surveillance cameras have been added in an effort to monitor and assist in the apprehension of illegal dumpers.

### HOUSING INITIATIVE

A Housing Initiative Task Force has been established to specifically address the stabilization and reclamation of single-family residential districts. Substandard structures are being identified and plans are being developed to alleviate these conditions. In addition, The Illegal Conversion Task Force is focused on these areas and will pursue zoning violators in order to restore the integrity of the City's finest neighborhoods.

A Multiple Dwelling Task Force has also been established to intervene in the most difficult of housing and building violation cases. All available administrative and legal avenues are being pursued to remediate sub-standard conditions in these dwellings.

### COMMUNITY SERVICE

Clean up of city-owned properties is assisted by community service workers who now are involved during the week as well as on weekends.

### SCOFFLAW

This task force is responsible for implementing strategies to maximize the collection of current traffic and parking fines as well as to collect those delinquent revenues from prior years.

The following task forces have been initiated to address internal concerns and to insure a better managed municipal operation.

#### CUSTOMER SERVICE

A comprehensive customer training program has been designed to target those department and agencies whose focus and mission is on service delivery to our citizens. Examples include: the Tax Collector's Office, Special Taxes, and Water Accounting and Customer Service.

#### MANAGEMENT DEVELOPMENT TASK FORCE

This task force has been created to better educate our mid-level managers and further enhance their managerial skills. A second goal of this program is to insure a professional staff and to provide for promotional opportunities within our organization to those who are qualified.

#### FRAUD AND THEFT

A document is now being finalized on Fraud Awareness and Sensitivity which is meant to serve as a plan to effectively detect and discourage incidences of fraud and theft in Municipal agencies through the establishment of solid internal control procedures. An inventory control system in each department is being implemented to prevent and control losses.

## DEPARTMENT OF ADMINISTRATION

### DIVISION OF BUDGET

Closed a budget gap of \$41 million in the 1992 budget.

Ensured strategies to avoid a deficit in the 1992 Fund Balance.

Three year Financial Plan prepared.

### DIVISION OF PERSONNEL

Voluntary Furlough Program implemented effective July 1, 1992.

Developed a Drug-Testing Policy and Procedure for all non-uniformed employees which will be issued in December, 1992

Settled labor agreements with major non-uniformed bargaining units attaining unprecedented givebacks in health benefit costs.

Executed a Reduction Force Plan in January that resulted in a reduction of 180 positions in the budget and was accompanied by a city-wide reorganization in which four divisions were eliminated.

A reduction in dental premiums with Travelers Dental plan was realized in June, 1992.

### DIVISION OF PURCHASING

Reorganization of the Division in April, 1992 creating two separate units, a contract unit and a requisition unit designed to improve the efficiency of the department.

### DIVISION OF OFFICE SERVICES

Purchased and currently installing telecommunications devices for the deaf in conjunction with compliance with the Americans with Disabilities Act.

NYNEX users now on a one year contract to reduce monthly rental fees and also save on the actual charges for calls.

### ECONOMIC DEVELOPMENT

Groundbreaking for movie theater on Springfield and Bergen.

Hovnanian Site B completed 199 units.

Donald Jackson Commons project- 603-611 Clinton Avenue  
17 units rehabilitated.

Entered into an RCA with the Township of West Orange for 125 units at \$17,500, total of \$2,187,500.

St. James Square Housing Corporation Project - 22 units under construction.

### ENGINEERING

Curbside Recycling - commingled newspaper, cans, and bottles increased to approximately 1,000 tons per month from last years level of approximately 700 tons.

Planting of approximately 1,000 trees and pruning of approximately 1,500 trees.

Two tree grants received. The first in the amount of \$2,300 which will incorporate a tree planting awareness program at University High School. The second grant from the SBA in the amount of \$25,000 for tree planting city-wide is targeted to small businesses.

Renovated Boylan Street Pool.

Wayne Pump State reconstruction completed well as Clinton Reservoir Dam rehabilitation completed.

Major corridor cleanup, graffiti removal and maintenance plan implemented on a rotational basis targeting the various geographic areas/wards in the city.

### FINANCE DEPARTMENT

Made improvements in the Accounts Payable Division to improve the tracking procedures on Service and Expense Orders.

Completion of four separate financing ECIA for land acquisition lease purchase of approximately \$11 million, General and Water Bond Issue of approximately 40 million and participation in the ECIA lease purchase pool of approximately 7.5 million and the 8.5 million of notes for 1992 tax appeals.

### FIRE DEPARTMENT

The total amount of fires are down 8.5% from 2,733 as of July 31, 1991 to 2,501 as of July 31, 1992.

Vehicular fires are down 22.4% from 997 as of July 31, 1991 to 764 as of July 31, 1992.

Serious Fires (Signal 11 and above) are down 10.7% from 187 as of July 31, 1991 to 167 as of July 31, 1992.

### GENERAL SERVICES

Completed renovation of precincts to accommodate relocation of Detective Bureaus, as part of Police reorganization plan.

Began renovations of 22 Franklin Street for relocation of Field Operations Bureau.

Developed tracking system within the department to monitor status of contracts/agreements.

### HEALTH & HUMAN SERVICES

Successfully privatized the pharmacy operation resulting in a savings of \$400,000.

Recipient of Ryan White monies totalling \$5.1 million.

Implemented Operation Mother Goose. This child care program is located at Integrity House to assist mothers who are participants in the day rehabilitation program. Senior citizens completed training for child care attendants. Funding through a grant program

An Additional \$350,000 added to expand the Childhood Lead Poison Control Program.

WIC program received Congressional recognition utilization of funds from Johnson & Johnson which are used to expand services to screen participants for immunization status and referrals.

### LAND USE CONTROL

Illegal Conversion Task Force and Illegal Dumping Task Force initiated which was previously discussed.

Community Service Task Force initiated which addressed Monday through Friday Community Service - assists Sanitation, Parks & Grounds, etc. provides free labor to augment City staff.

## LAW DEPARTMENT

### REAL ESTATE

In June of 1992, the real estate section commenced its 1992 In Rem Tax Foreclosure against 1,035 properties, simultaneously with a reforeclosure action against 71 properties. Final judgments were entered on October 1, 1992.

### TAX APPEALS

The City has filed an action challenging the average ratio of assessment to true value of real property appearing in the Table of Equalized valuations for the City. As a result, the average ratio was increased from 14.56% to 15.82%. The amount of County taxes paid to the County was reduced by approximately 2 million dollars and the amount of State school aid was increased by 4 to 5 million dollars.

### LABOR

The City is currently negotiating the Labor Contracts with the major Unions in the Police and Fire Departments.

### DRUG TESTING

After careful consideration and extensive research, the final drug testing policy for the City of Newark was completed and submitted to the Business Administrator for implementation. This policy embodies novel procedures which have not been challenged within the State of New Jersey, thus it is anticipated as a result of its implementation that challenges will be made resulting in extensive litigation.

### DEVELOPMENT

In light of the State legislature adopting the "Long Term Tax Exemption Law" the City of Newark's municipal tax abatement ordinance was redrafted in conformance with same.



Consummation of the sale of City-owned property (former NY Susquehanna Railroad Right-of-Way) to the NJ Department of Environmental Protection. The City realized \$700,000. The property is dedicated for public use and the City retained an easement, thus protecting the City's initial investment and interests.

Consummated an agreement with New Community Corporation for the Hayes Recreational Center.

The Urban Movie Corporation's Land Lease and Redevelopment Agreement were finalized resulting in the commencement of the construction of the movie theater.

#### LITIGATION

Substantial litigation surrounding the City of Newark's towing contracts and maintaining the Municipal Council's five ward designation resulted in a win for the City of Newark; however, this matter is pending appeal.

#### CONTRACTS

As a result of the ongoing water/sewer demolition initiatives, the Law department was successful in collecting \$430,707.07 for the first half of the year. Additionally, the significance that environmental issues has taken throughout the country has required the Law Department to invest substantial time and effort in resolving environmental issues. As a result of same, approximately \$70,000. was saved on a DEP fine against the Water Department.

In light of the ongoing citizen concern relative to the Water Department's billings received by individuals, the Law Department researched and prepared a legal opinion on the viability of establishing a water/sewer authority v. a water/sewer utility.

## MUNICIPAL PROSECUTORS

The Municipal Prosecutors section has sought to vigorously prosecute criminal and traffic offenses as well as code and ordinance violations on behalf of the State and the City of Newark in an effort to improve health, safety and quality of life of our citizenry.

Pursuant to formation of the Multi-dwelling Task Force, the Municipal Prosecutors have worked closely with the departments of Land Use Control and Fire in the enforcement of housing codes and ordinances and the subsequent successful prosecution of violations as follows:

39 Lincoln Park - Approximately \$14,000. in fines assessed.

Old Newark Airport Motel - Settled by plea agreement on October 14, 1992. Defendant pled to 4 counts of litter and debris, fined \$4,000. and \$100. in court costs, defendant ordered to abate violations by October 29, 1992.

Academy Garden Spires - 195 First Street - On September 10, 1992, defendant pled guilty to 57 violations. Sentence was continued to allow time for abatement.

6 Pomona Avenue - On September 24, 1992, defendant was fined \$4,125. for failure to provide hot water.

Sikander Corporation - 398-406 Chancellor Avenue - On October 28, 1992, a fine was assessed for \$2,000; Court cost: \$225.

In addition, the Municipal Prosecutor's Office is committed to aggressively prosecute criminal and traffic offenses which come within the jurisdiction of the Municipal Court such as drugs, car theft, prostitution, and D.W.I. offenses which severely endanger and directly impact upon the health, safety and security of the community. In these cases, the Municipal Prosecutors seek maximum fines and penalties, including incarceration. This section is also in the process of implementing a lead paid initiative in conjunction with the Department of Health and Human Services to further protect the health and safety of our residents. The Prosecutors are also working closely with the Police Department in developing coordinated procedures for the management production of discovery.

## POLICE

A statistical reduction in violent crime occurred according to statistics provided by the Uniformed Crime Report (UCR) for the first six months of 1992.

The Police Narcotics unit has taken a proactive approach to step up efforts to arrest and remediate drug use and dealing in the city. Specifically, the focus has been on buying and busting criminals in the street. Recently this division has centered its' efforts on Court authorized search warrants. For example, in 1990 only 25 warrants were followed up as contrasted to 108 in 1991 and 130 for the first six months of 1992.

Also, the Narcotics Division has taken a much more proactive role in participating in several narcotics task forces in conjunction with other governmental agencies.

A newly created Vice Squad which has resulted in hundreds of arrests for prostitution and illegal gambling.

In June there were 204 arrests, 180 for prostitution, 16 for liquor, 3 for gambling and 5 for miscellaneous (weapons, shoplifting)

In July there were 212 arrests, 169 for prostitution, 32 for liquor, 3 for gambling, 6 for narcotics and 2 for burglary.

Saturation and Visibility Enforcement Task Force created (SAVE) which has deployed neighborhood patrols and mounted patrols into various neighborhoods.

Issued to Senior Citizens a warning mechanism which can be installed on front porches that if a crime or threat of crime exists, a light blinks to warn passing patrol cars to investigate.

Developed and deployed a bicycle patrol.

Increased motorcycle patrol to increase police visibility.

Purchased state-of-the-art Motorola radios to enhance the personal safety of Police Officers on the street.

Deployed the Community Service Van in conjunction with other agencies on pre-arranged schedules. This innovative idea allows any citizen to receive personal assistance on any problem, issue, or request for information related to our city government.

Purchase of a new Police radio communications system and plans to upgrade the 911 communications system to aid in increasing police response time.

Created a more proactive Police response plan which will be incorporated in the City's Emergency Management Plan in reaction to Rodney King verdict.

Issued the Club bars for residents cars to act as an anti-theft device on cars.